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Diversity Mapping: Indiana University-Purdue University Indianapolis

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Managing Principal and Founder

Halualani & Associates

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Purpose

- Review the diversity mapping process that was undertaken in Summer - Fall 2015
- Showcase the diversity maps & our findings about diversity at IUPUI
- Highlight:
  - strengths & leverage points
  - “opportunities” or possible “growth areas

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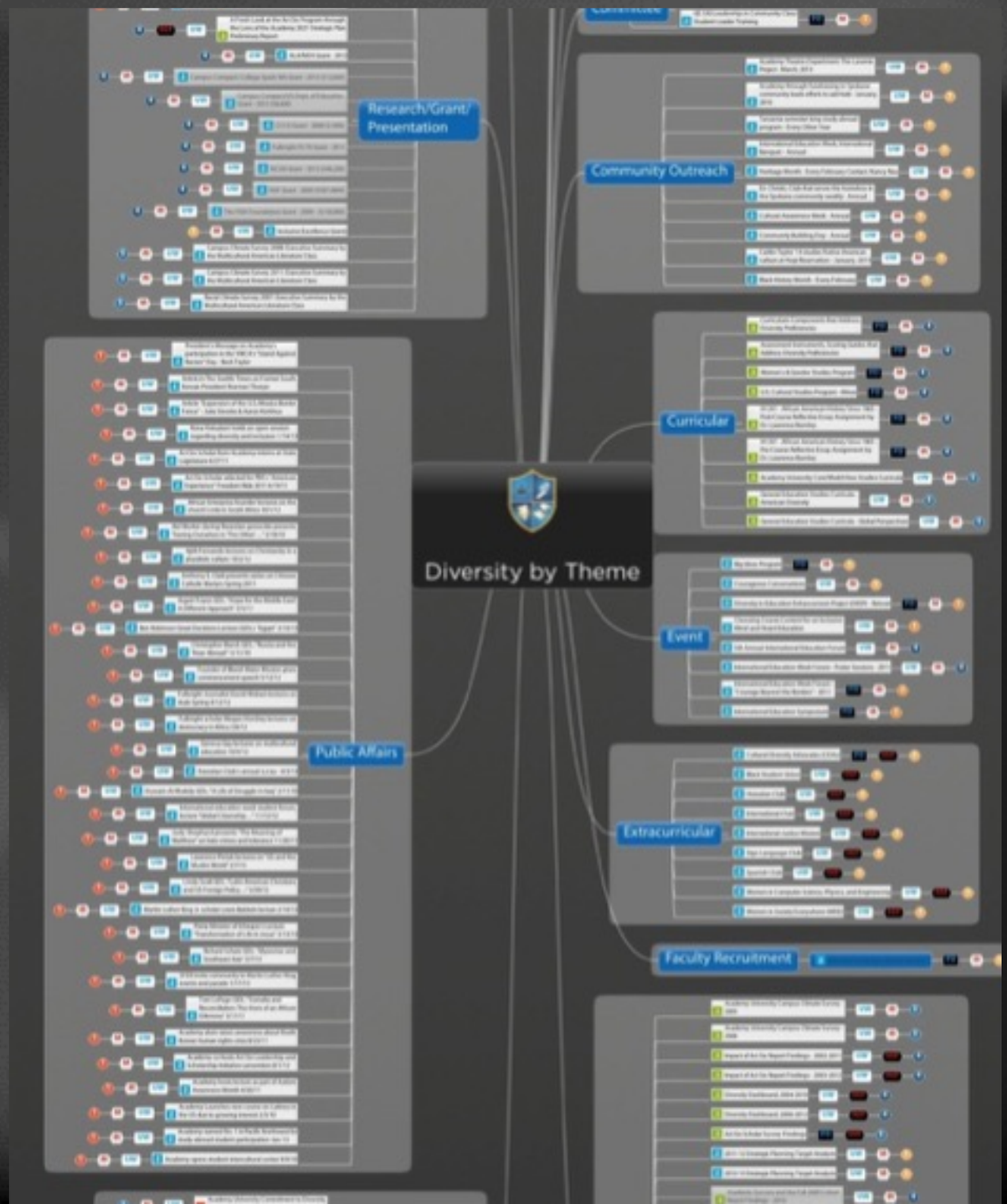
Diversity Mapping

- Takes stock of actual efforts
- Sets baseline
- 23 analytical layers
- Leverage points
- Gaps or “Opportunities”



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Mapping Methodology

- Web scraping/search engine optimization (SEO)
- Info collected from campus divisions
- Spreadsheet codings
- 25 analytical layers
- Data analytics applied to all information (“domain analysis” qualitative coding, NVIVO, QDA Miner)
- Graphical/visual mapping via Concept Draw
- Insights, Gaps, & Leverage Points Analysis

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Key Terms for Maps

- **Diversity Efforts** = Campus activities, programs, initiatives, processes, and or events related to diversity, culture, & inclusion

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Data Collected

- 617 Responses via the Diversity Efforts Informational Survey
- Reviewed 321+ documents Submitted Via Dropbox (average of 3 pages per document = 963 total pages)

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Diversity Mapping Project:

4 Maps

- Diversity Efforts By Unit (1)
- Diversity Efforts By Theme (1)
- Diversity-Related Events (1)
- Diversity-Related Student Organizations (1)

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Diversity Mapping Project: Maps, Findings, & Insights

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Doing the "Work" of Diversity

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Is IUPUI Actively Creating an Inclusive & Diversity-Excellence Culture?

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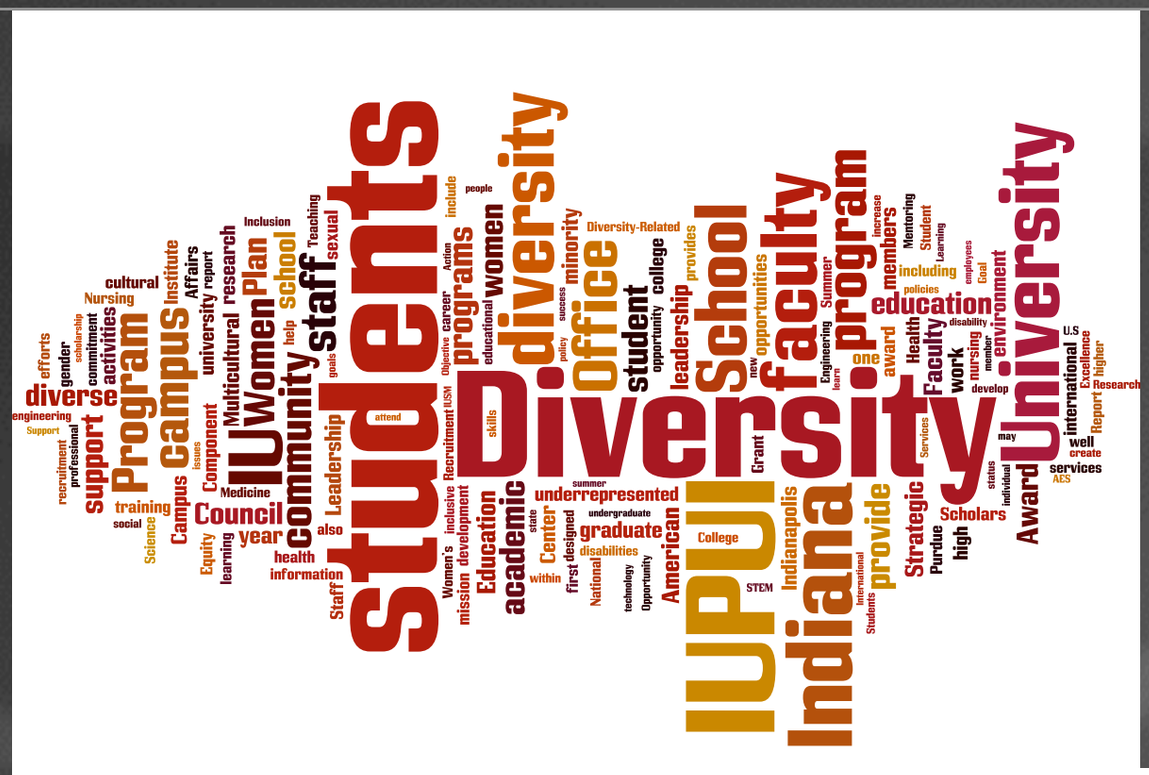
Yes . . . In Part

- 1570 Diversity Efforts



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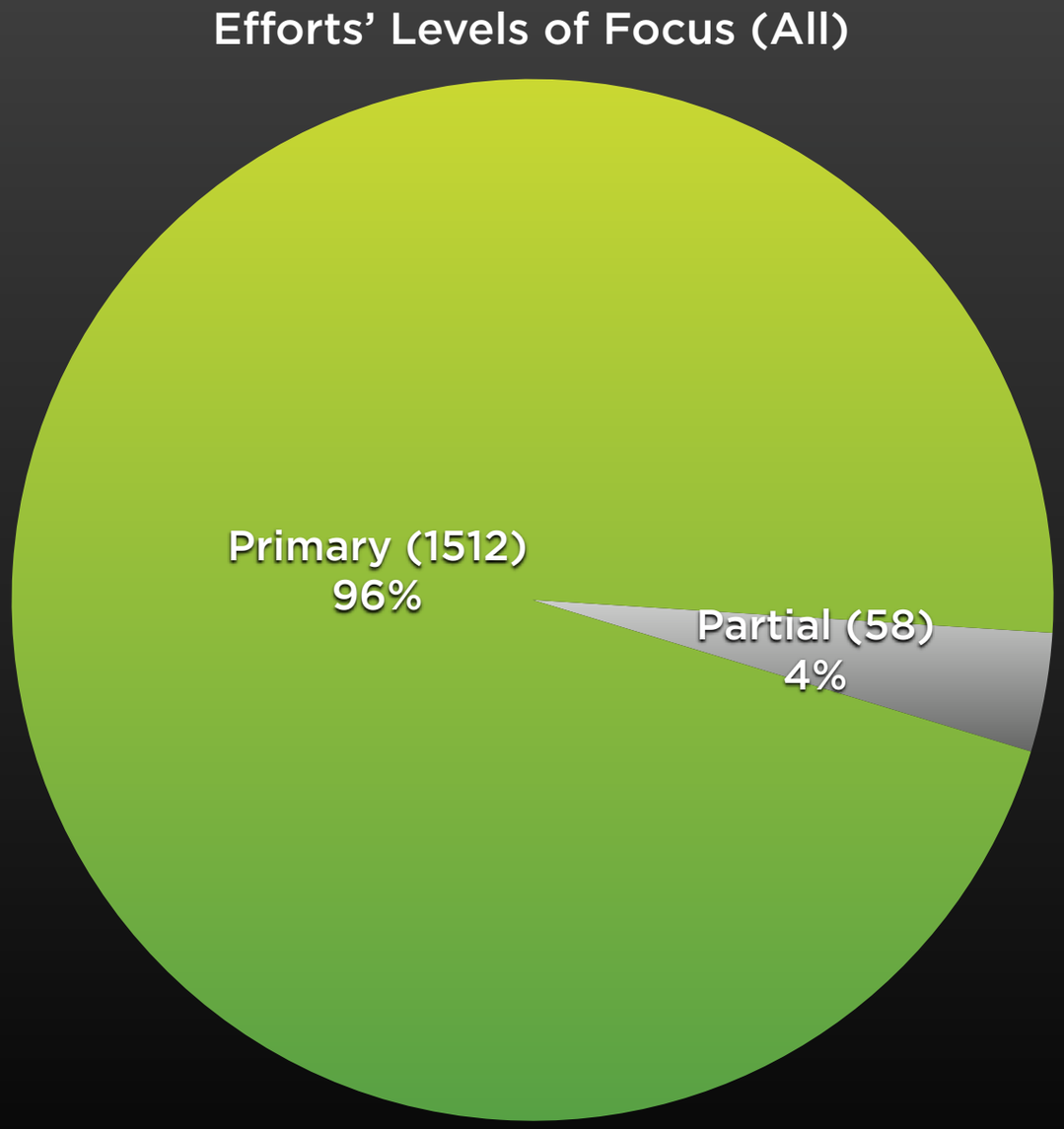
IUPUI's Diversity Actions

- Level of Commitment to Diversity
- Predominantly engaging in action that centrally focuses on diversity



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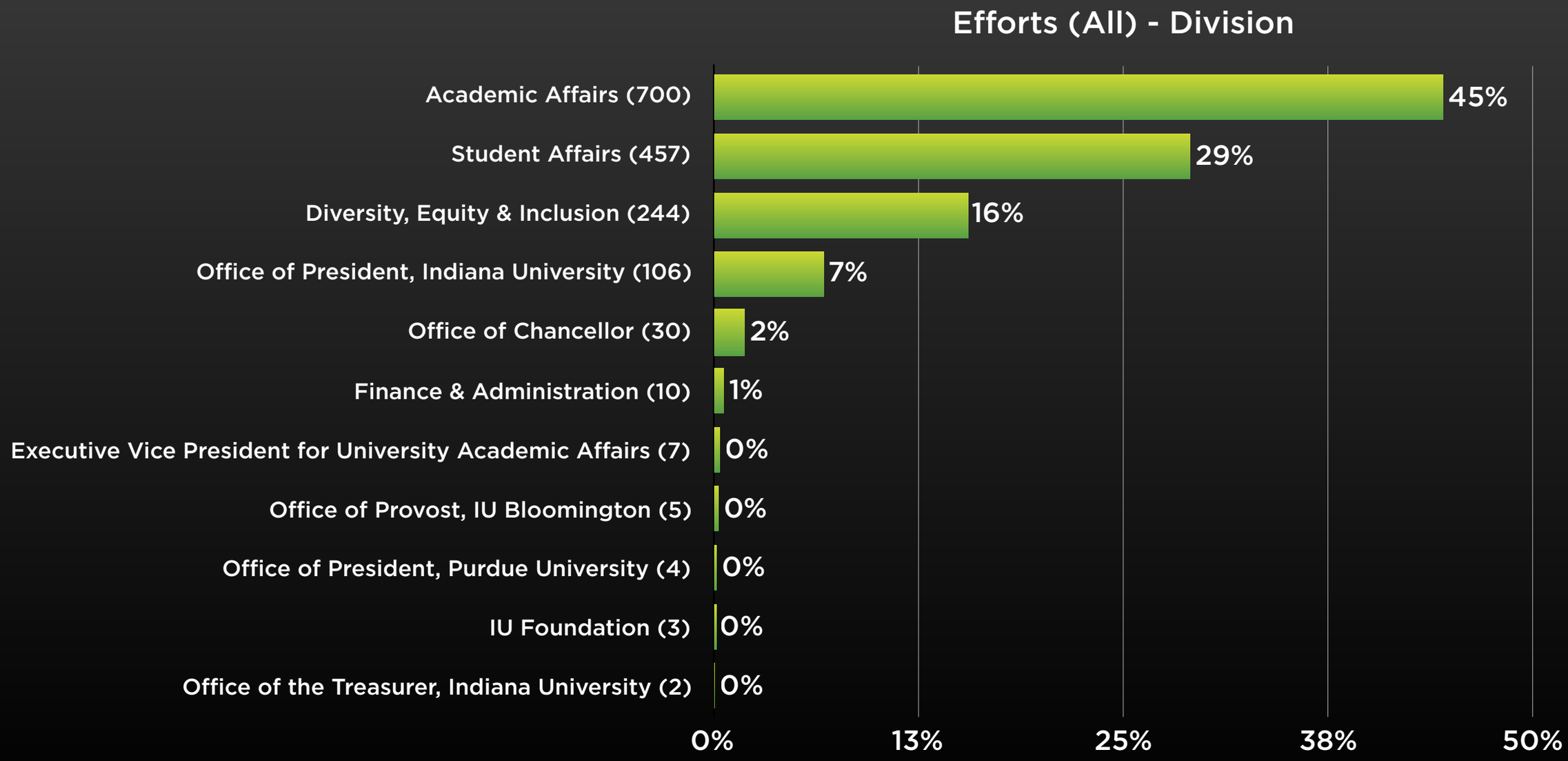
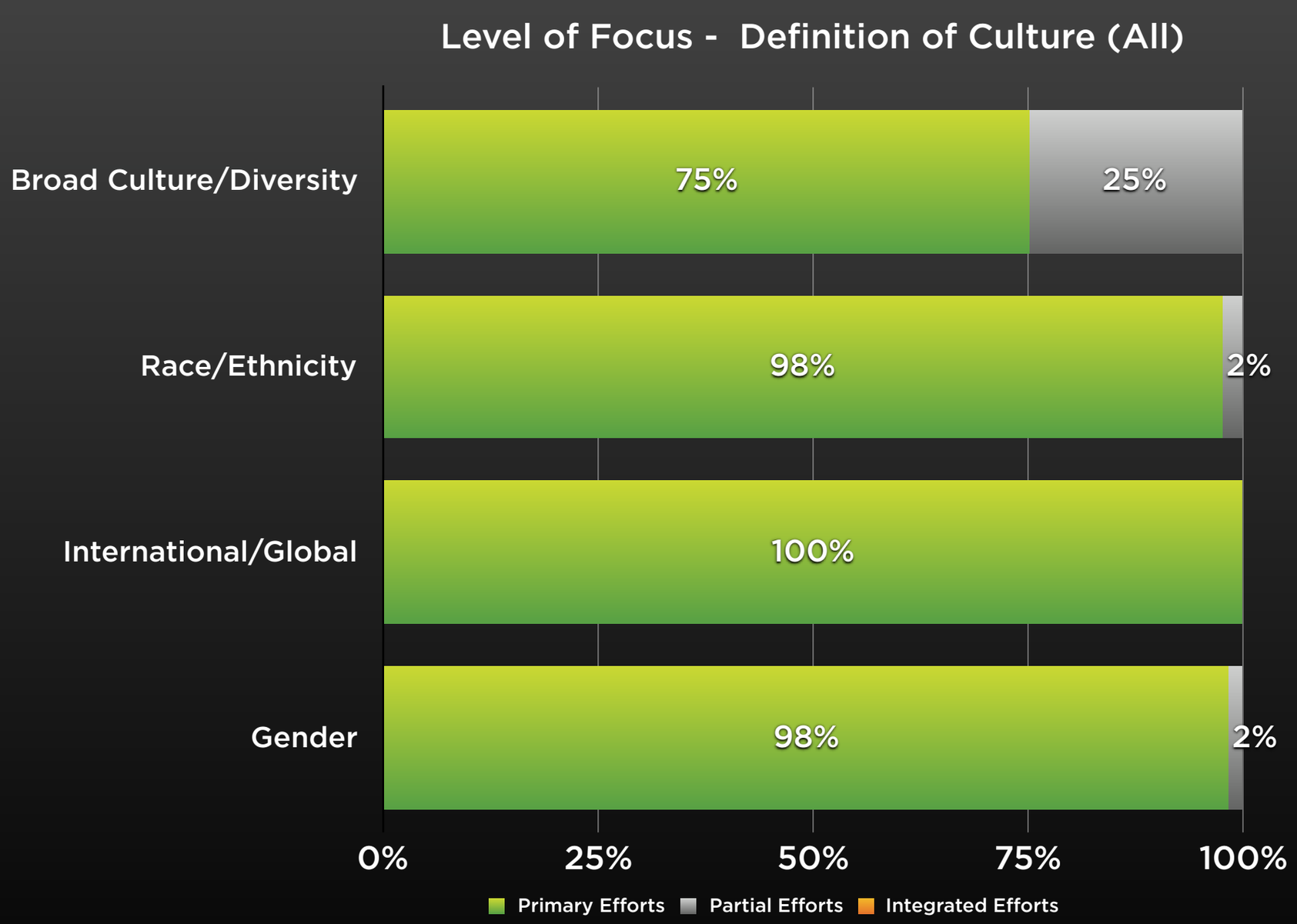
IUPUI's Diversity Actions

- All Divisions Mostly On Deck; 251 Collaborations = 16% of all efforts
- Is IUPUI Working In Tandem on Diversity?



IUPUI's Diversity Actions

- Primary Efforts Focused On 4 Main Definitions of Culture
- International/ Global, Race/ Ethnicity, Gender



ASSESSING THE EVOLUTION OF A DIVERSITY PRACTICE

H & A has developed an unique numbering sequencing designation that indicates the degree of strategic evolution of a diversity effort/ practice in terms of the following:

1

First order -
Declarative efforts & policies that establish a commitment to diversity.

2

Second order -
Commitment is demonstrated by an action, effort, or program.

3

Third order -
Sustained action is anchored to a strategic framework. Evident positive impact must be made.

4

Fourth order - Transformative & culture changing practices. Sustained, prioritized actions with major positive impact. Stands as fully resourced and institution-wide.

* These categories remake the notion of “business as usual.”
* The goal is to have a balanced and "building" representation of diversity efforts across all change orders.

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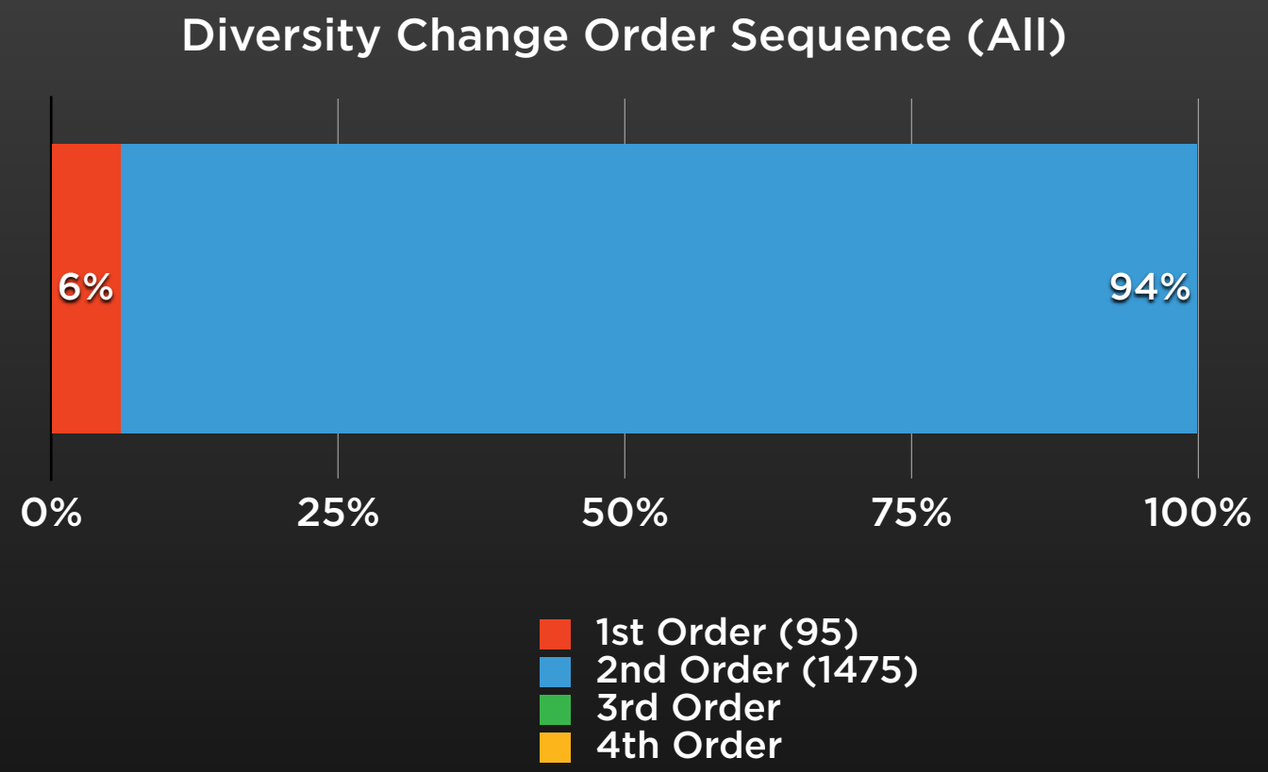
IUPUI's Diversity Actions

Overall Change Order Stage

- At what stage is your campus toward diversity excellence?
- Action Stage - 2nd Order (2nd to 3rd Order)
- Between action & impact assessment
- Follow through on strategic priority mode



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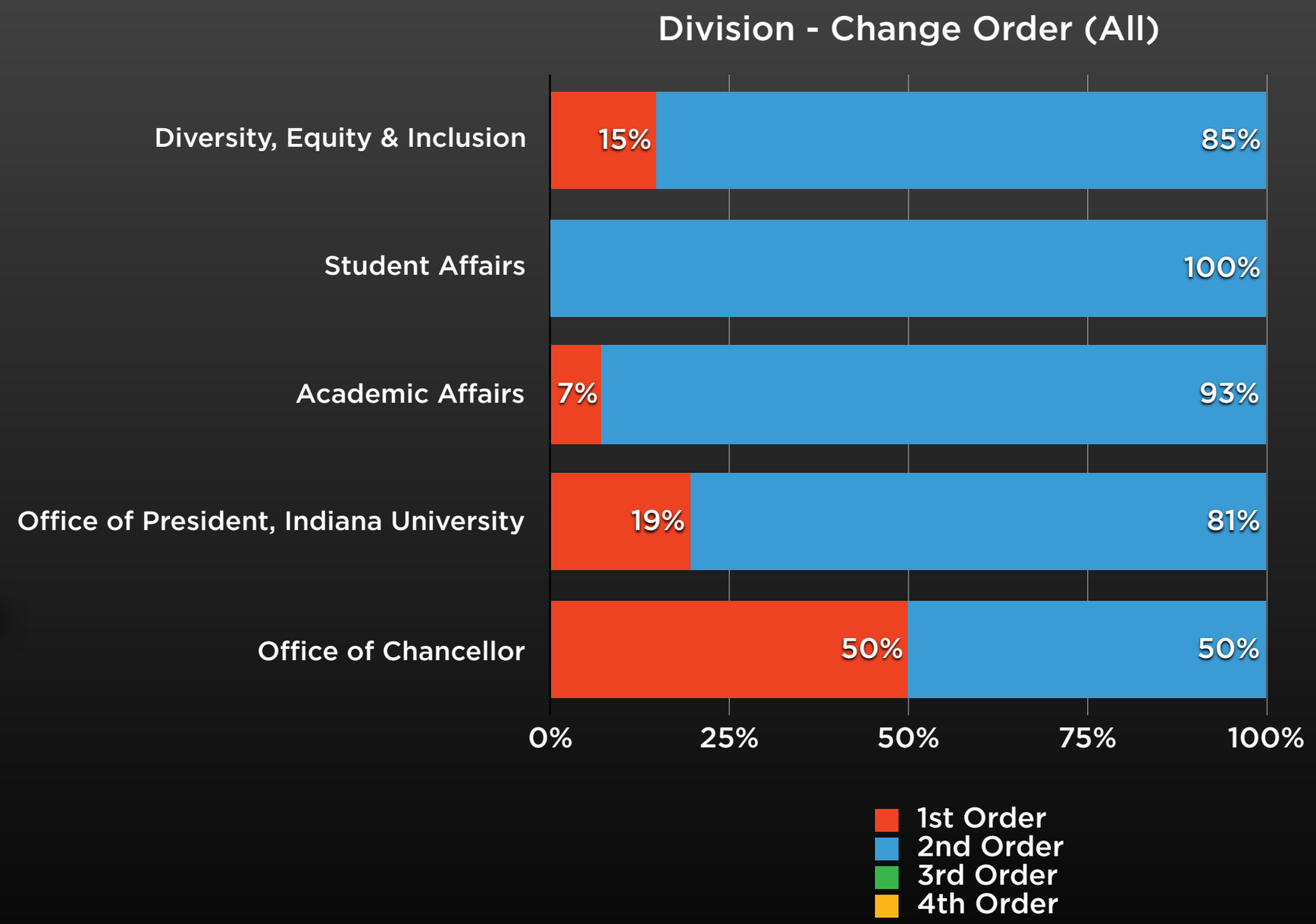
IUPUI's Diversity Actions

Overall Change Order Stage

- All main divisions in action stage
- Academic schools & departments = engaged



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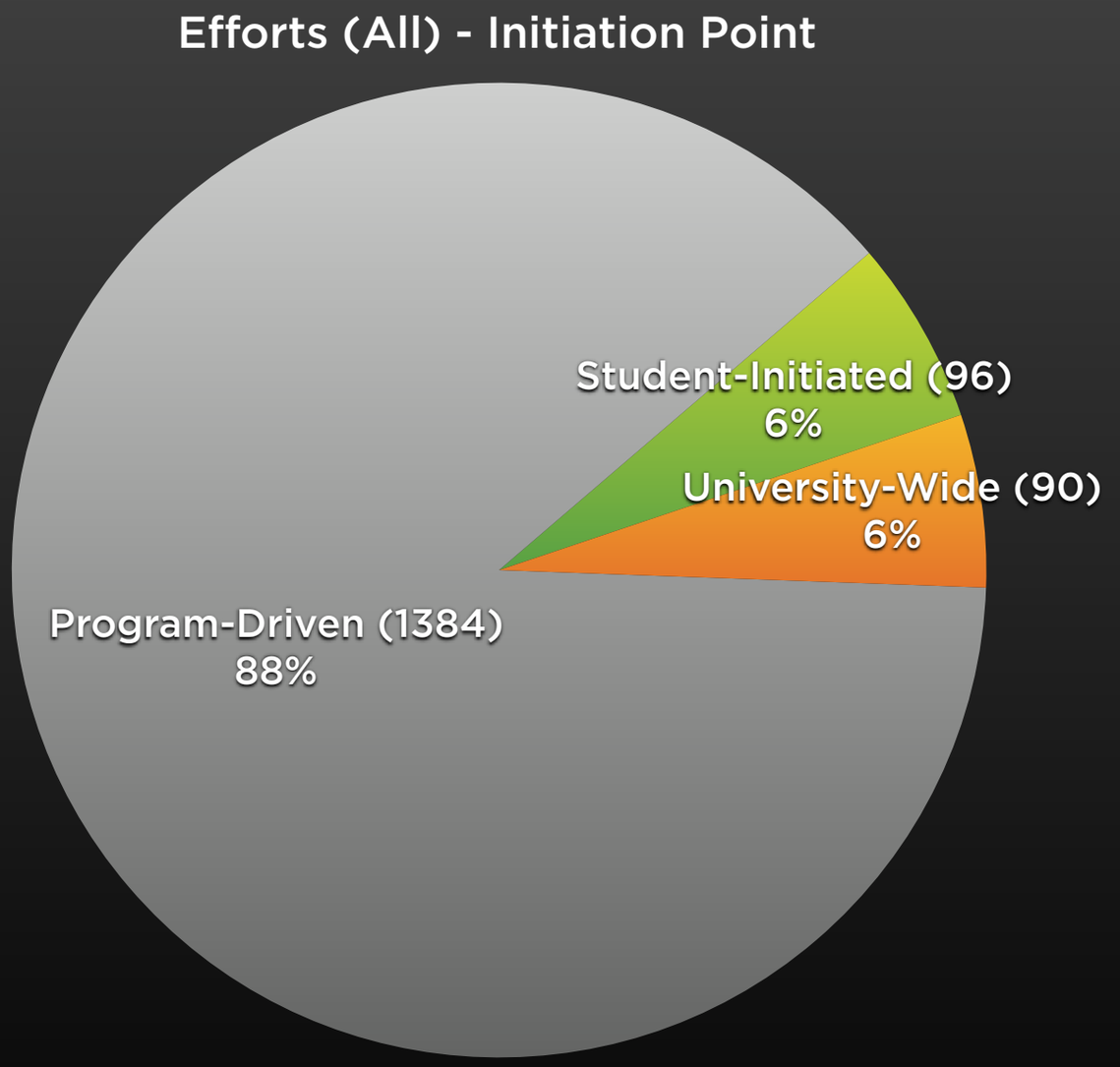
IUPUI's Diversity Actions

- How aligned are your divisions towards a shared framework of diversity excellence?
- Efforts initiated by programs & units
- Cost-Sharing?
- Need More Strategic Focus/Alignment via IUPUI Strategic Plan



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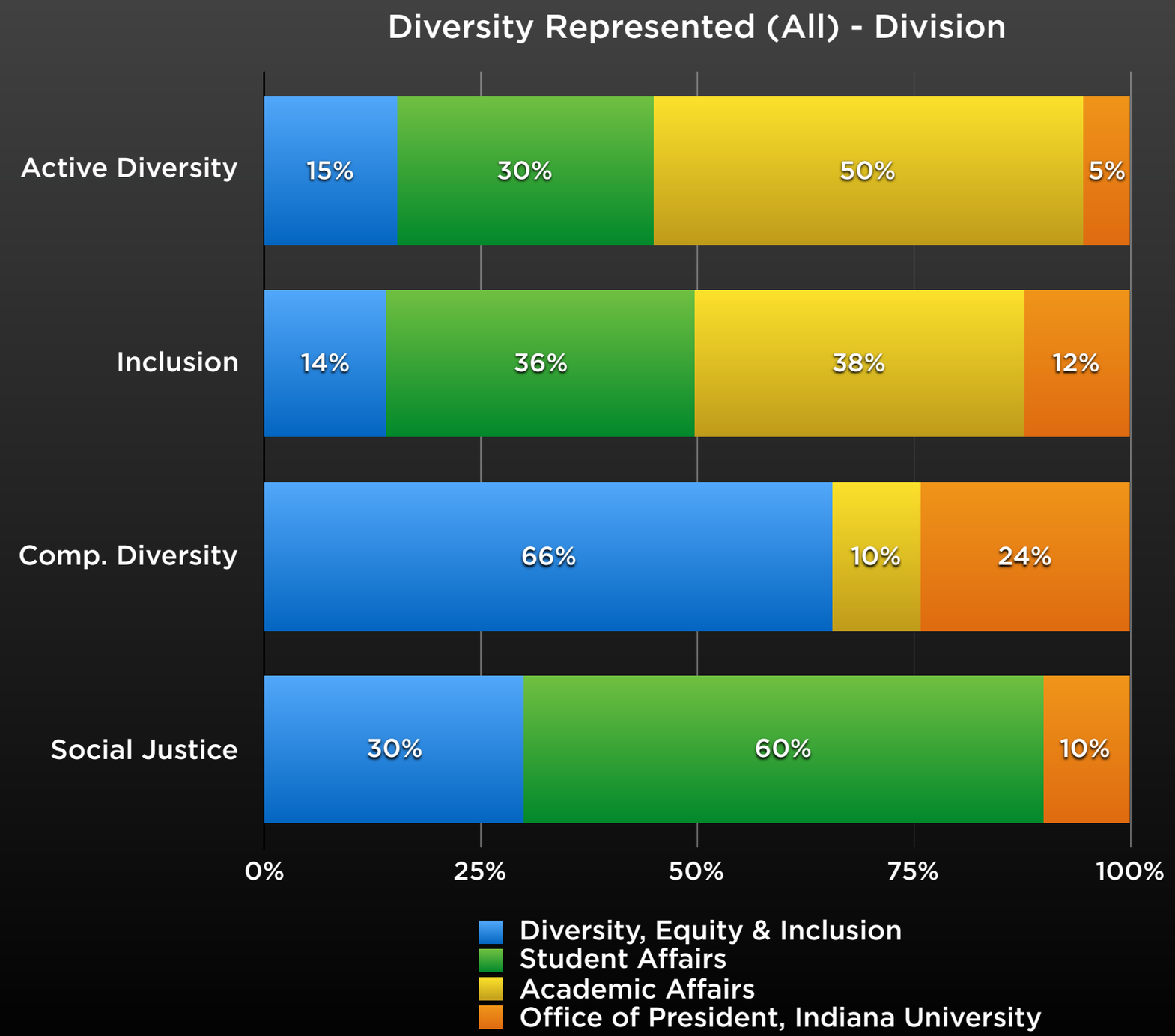
IUPUI's Diversity Actions

- Different foci on diversity in different divisions
- DEI involved in all types
- Student Affairs taking lead in Social Justice
- Academic Affairs = Active Diversity & Inclusion



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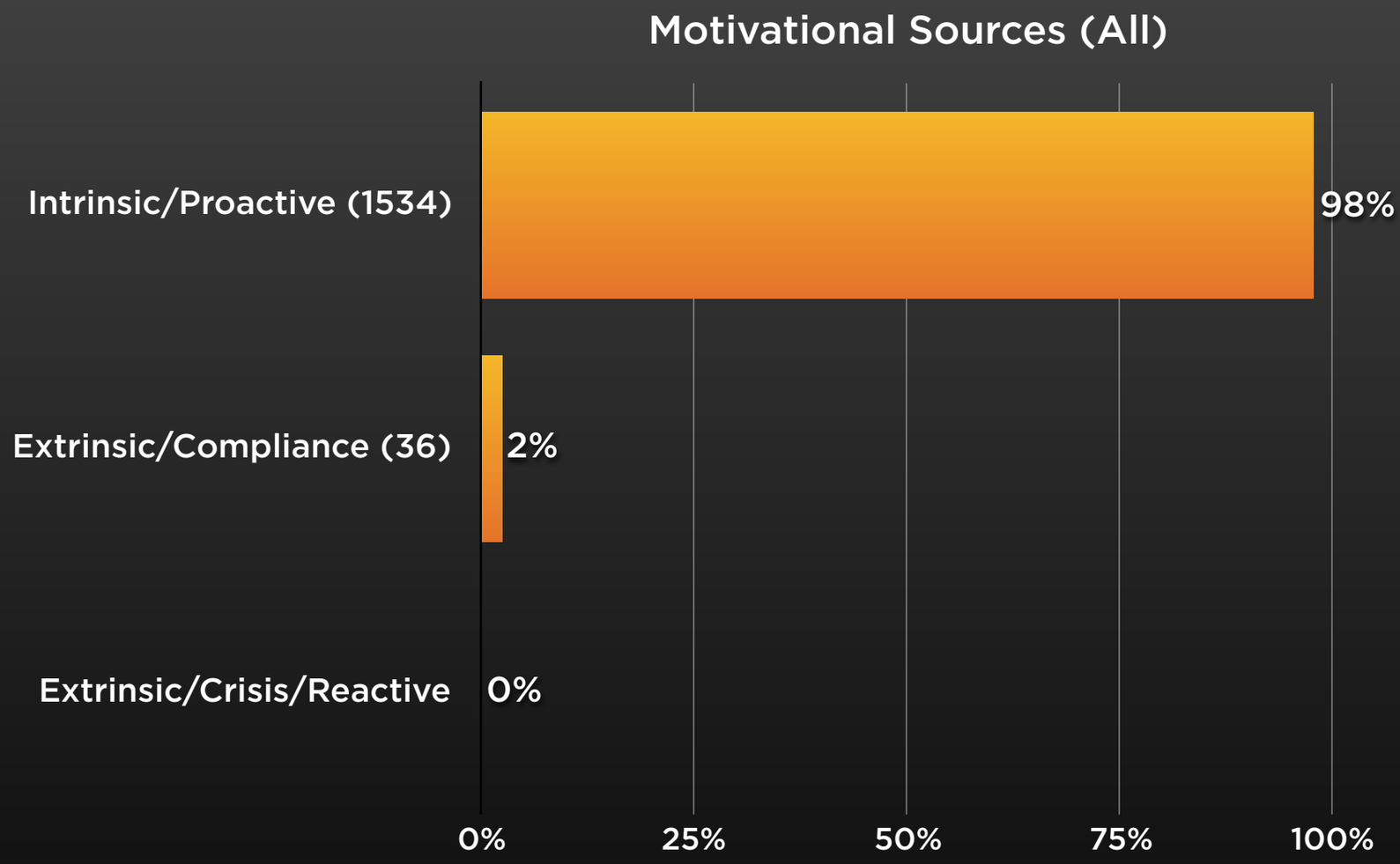
IUPUI's Diversity Actions

- Intrinsically motivated

- Compliance & Crisis Do Not Overshadow IUPUI's Diversity Efforts



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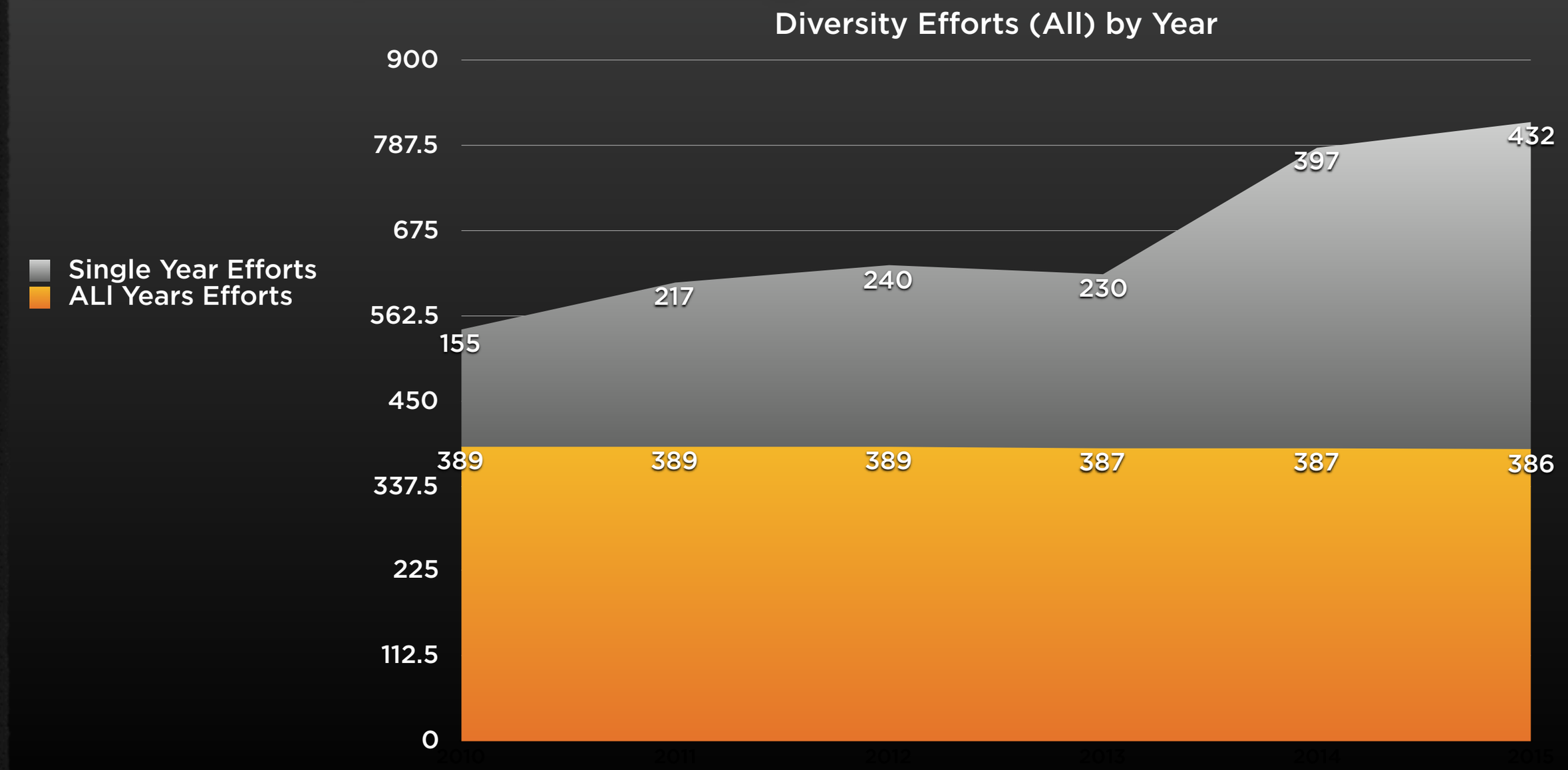
Leverage Points

Significant Amount of Recurring Diversity Efforts = Institutionalization of Diversity Focus



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Clarifying a Diversity Vision

Primary Focus

Between 2nd Order Action & 3rd Order Strategization

Active Diversity & Inclusion

Intrinsically Motivated

***Strategic Organization & Clarification Process**

***Action Steps**

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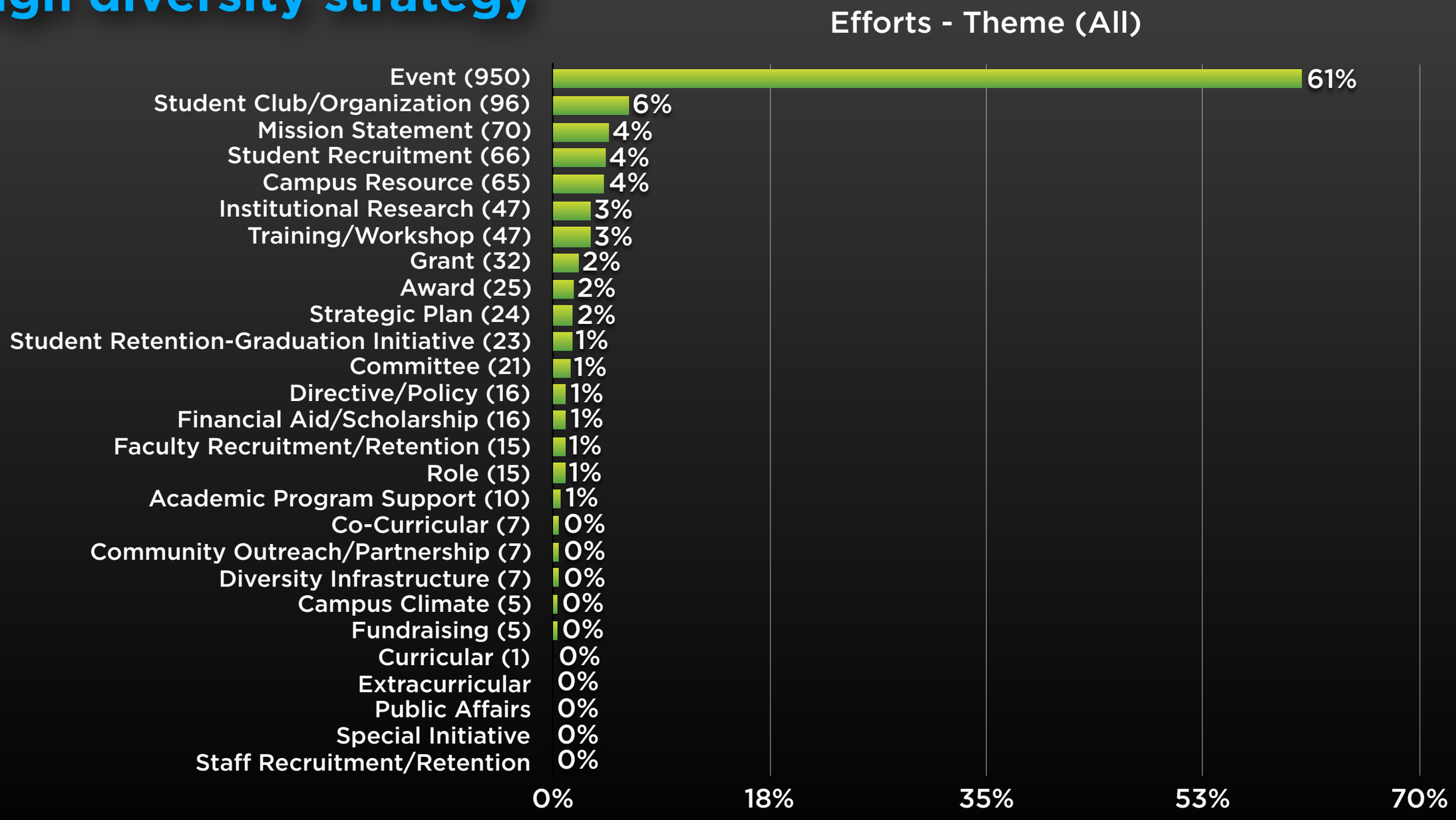
Identify the Diversity Endgoal

Wide range of diversity effort forms; Will pare down through diversity strategy



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Action Step/ Recommendations

***Proceed with its Diversity Strategic Priority Process**

***"Our Commitment to Indiana and Beyond: IUPUI Strategic Plan" ("Promote an Inclusive Campus Climate" Objective)**

***Strategic Alignment**

***Elaborate on the Vision**

***Operationalize the Vision via Action Steps**

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Action Step/ Recommendations

*Continue Campus Climate (Experiences) Assessment Every Two Years

*Follow-Up Focus Groups on Areas of Significance Within Groups

*Departure Study

*Examine the Integration of Diversity Content, Topics, Pedagogies in All Curricula (UG, GR)

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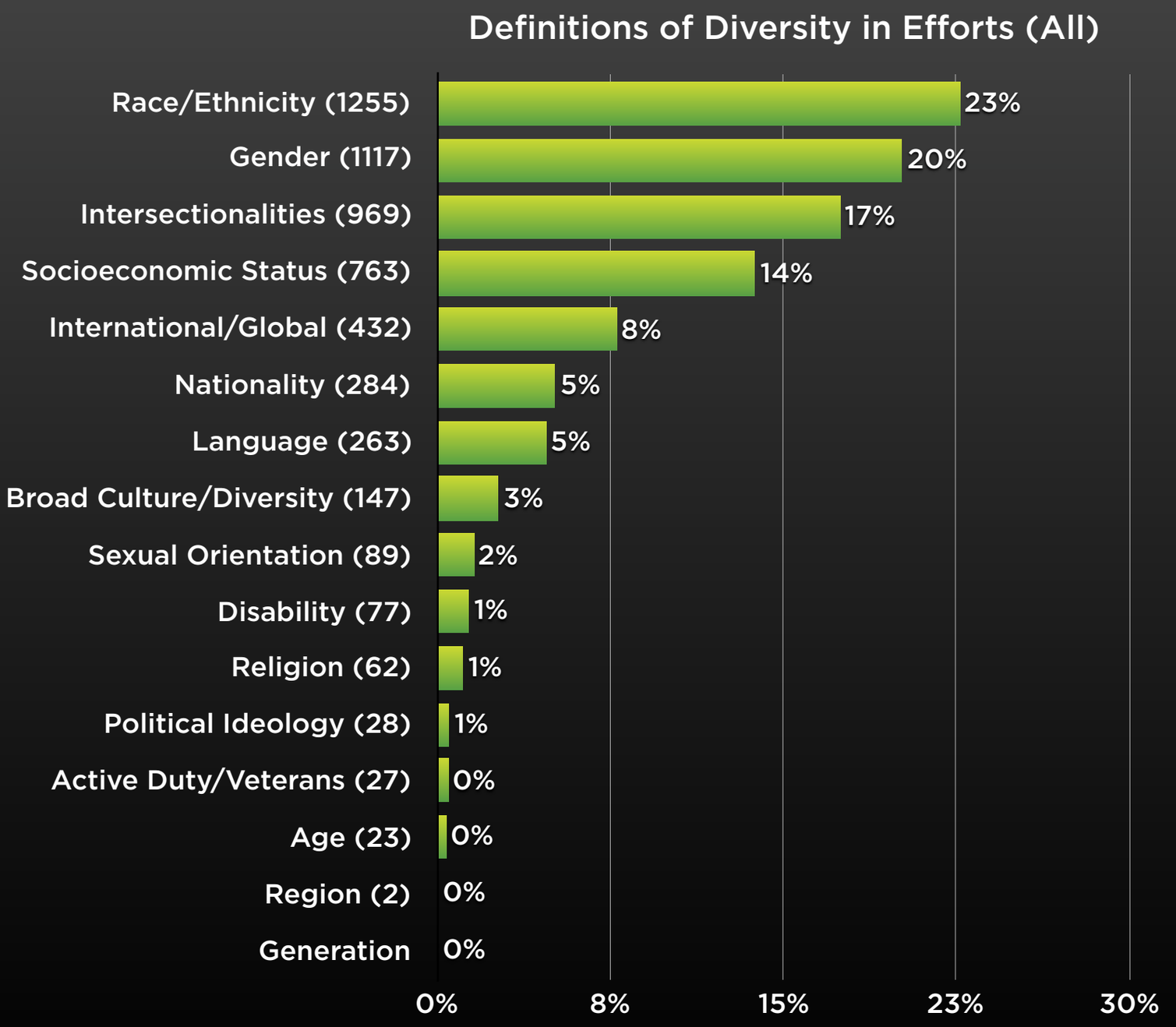
Identify the Diversity Endgoal

- Efforts mostly define diversity in terms of:
- Race/Ethnicity
- Gender
- Intersectionalities
- SES
- Fascinating Array
- Engage the following more: Sexual Orientation, Disabilities, Political Ideology, Veterans, Age



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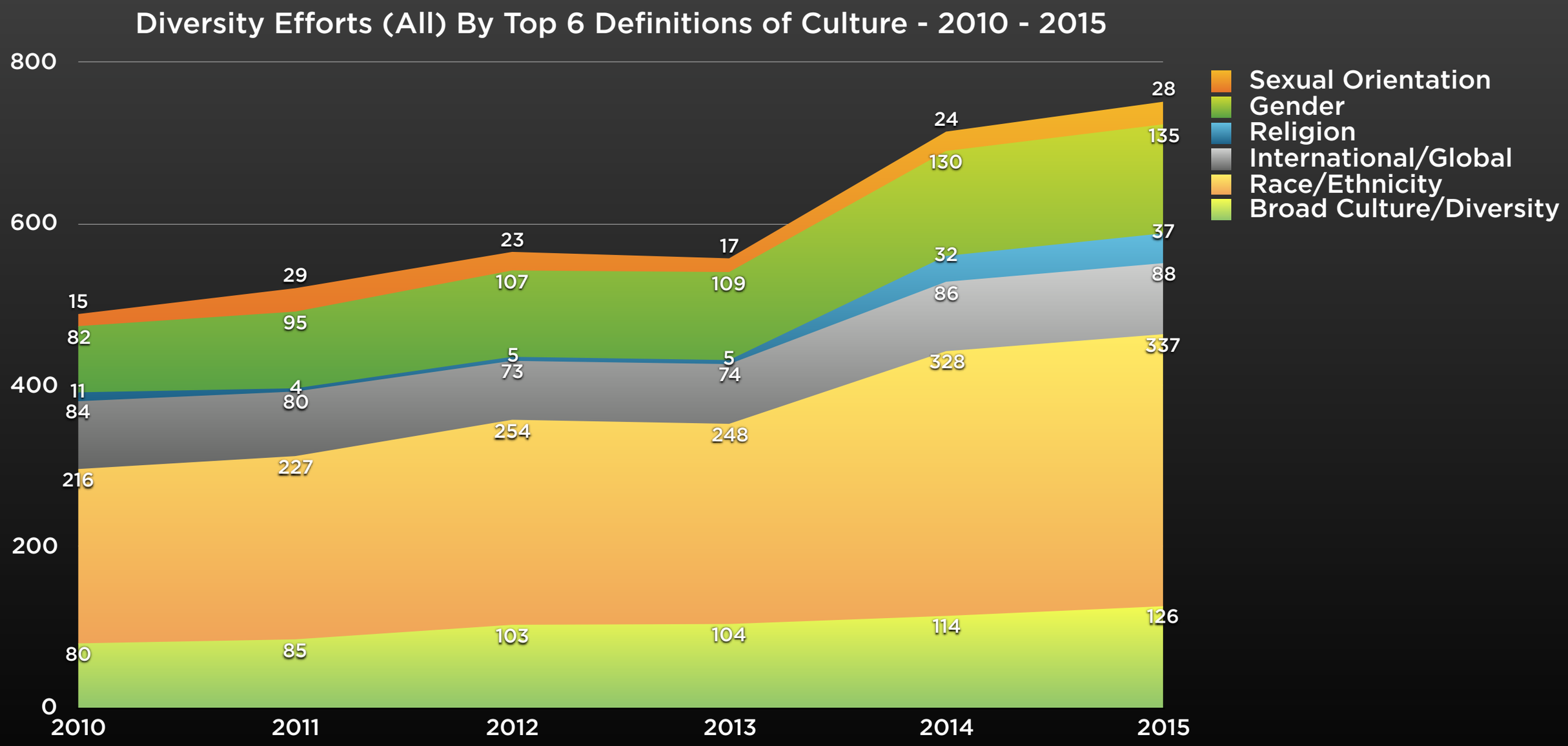
Identify the Diversity Endgoal

- Increase on Race/Ethnicity, Gender, All Definitions in last 2



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Action Step/ Recommendations

***Engage Diversity in All of its Richness, Complexities, & Tensions**

***Transgender, Sexual Orientation, Political Ideology, Disabilities, Veterans**

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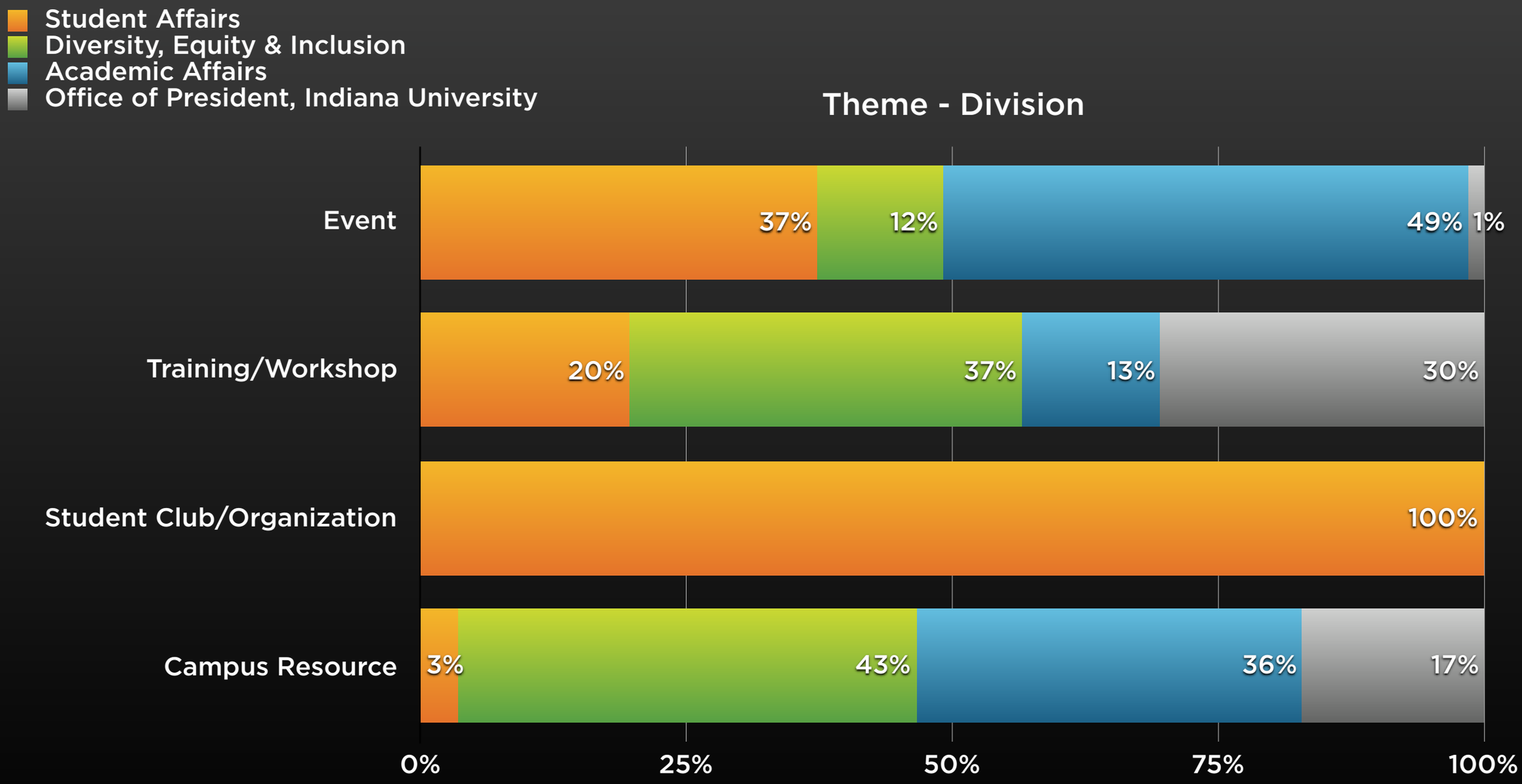
Make Decisions About Your Diversity Efforts

- Specific divisions focus on specific types of efforts



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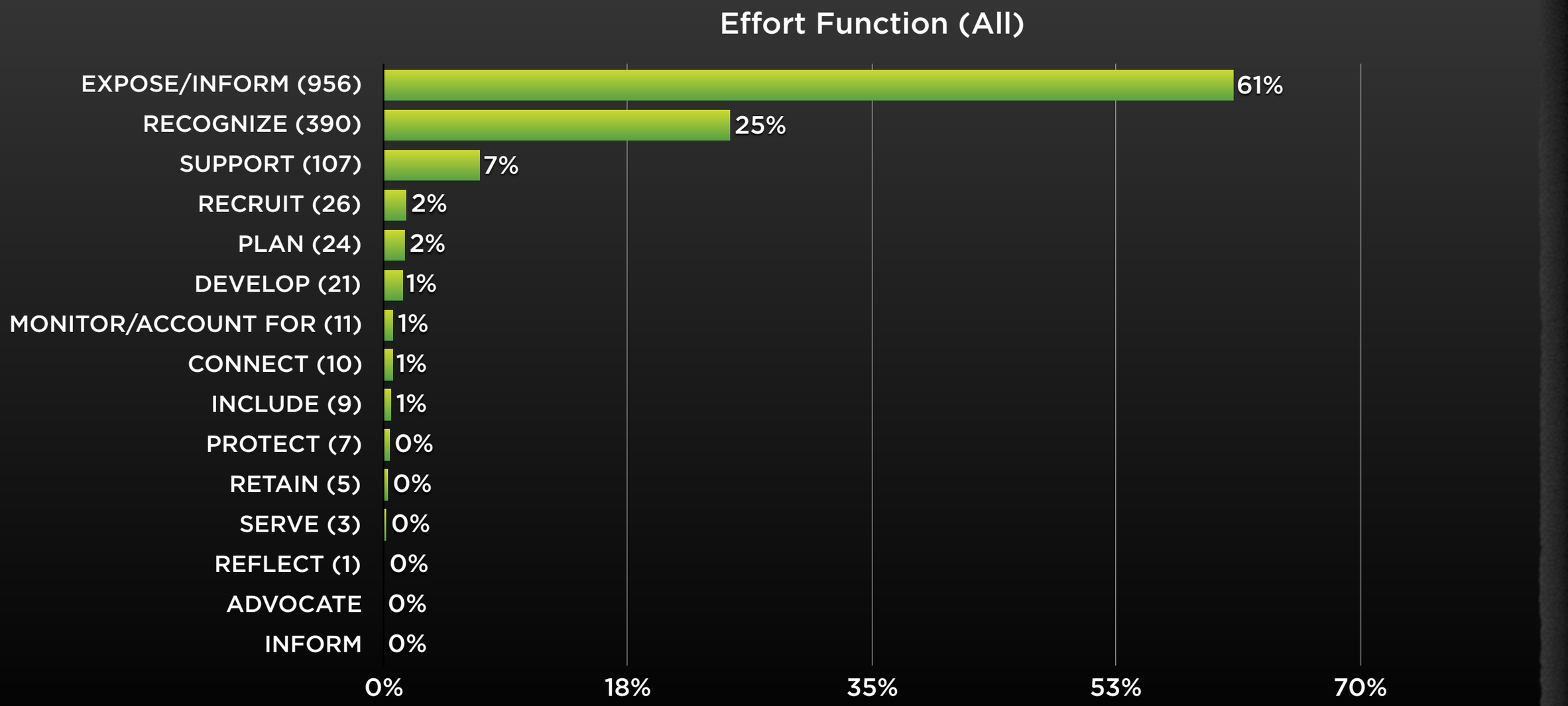
Make Decisions About Your Diversity Efforts

- Efforts mostly expose/inform, recognize (a diversity-valued culture), support, & recruit



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Action Step/ Recommendations

***Determine the Impact of Diversity Efforts (What are these efforts achieving or not achieving?)**

***Impact/Assessment Protocols**

***Build into Diversity Strategic Priority Process**

***Accountabilitv**

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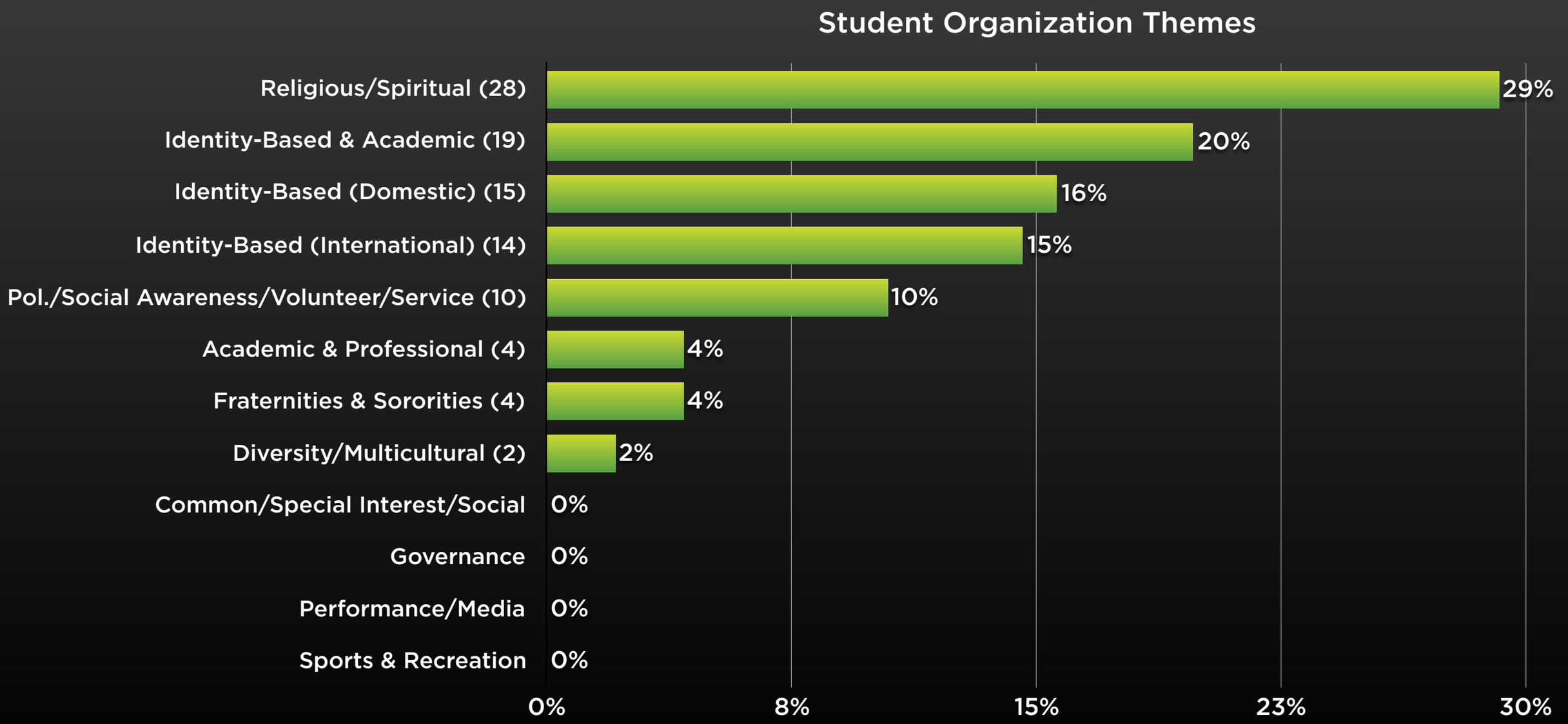
Identify the Diversity Endgoal

Clubs/Organizations - Are There Enough Support Mechanisms for Culturally Different Students?



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Identify the Diversity Endgoal

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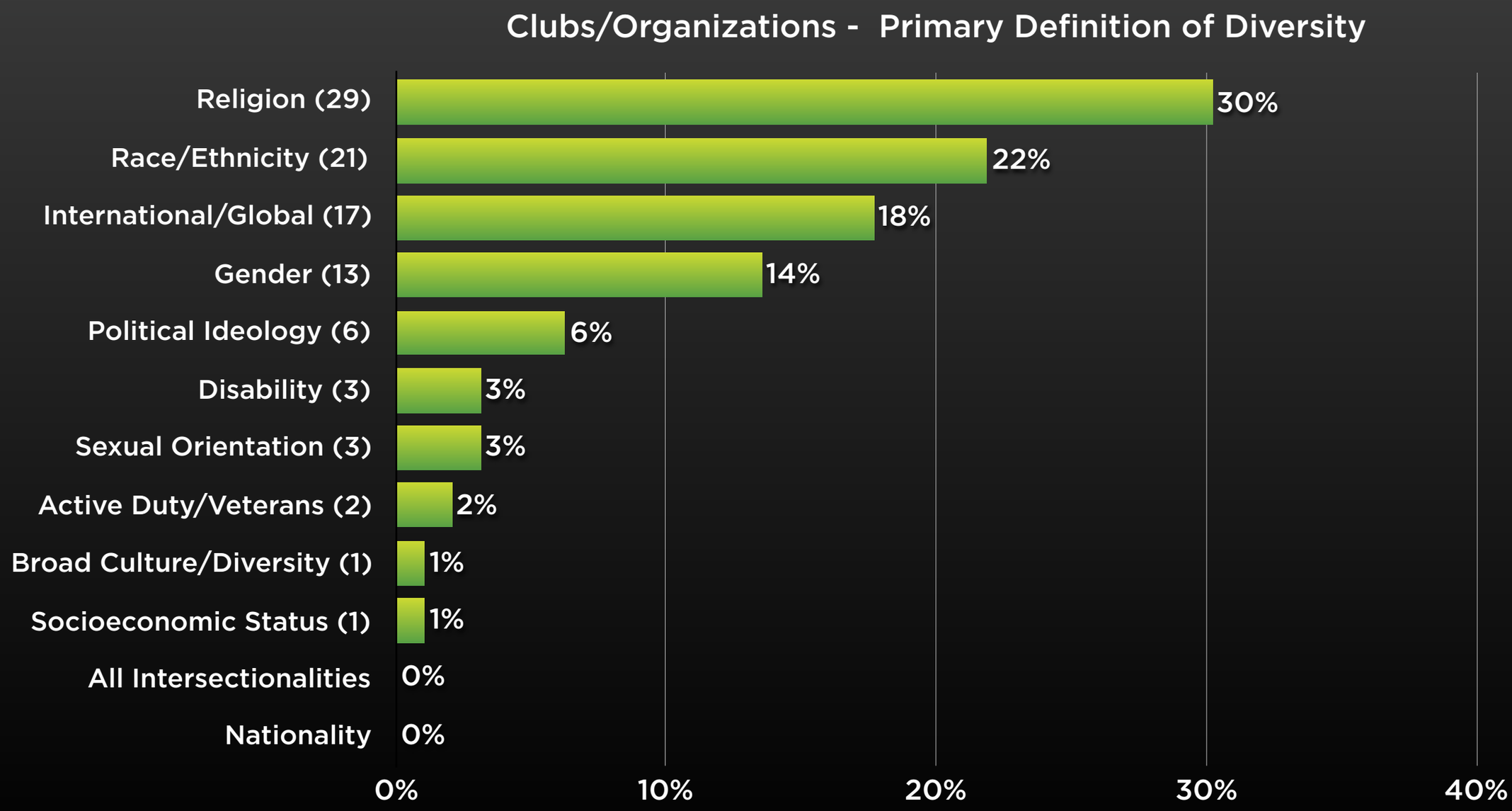

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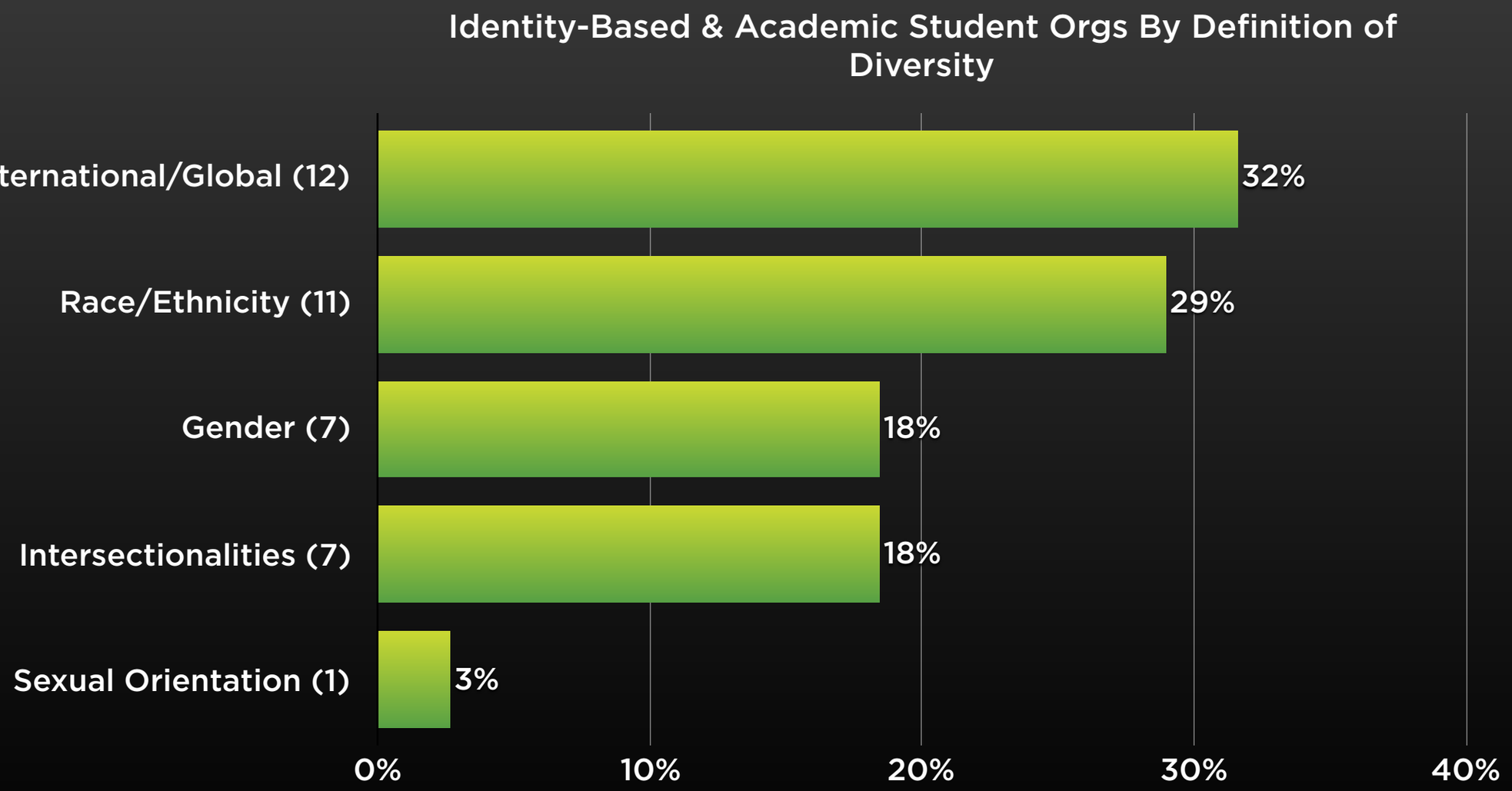
Identify the Diversity Endgoal

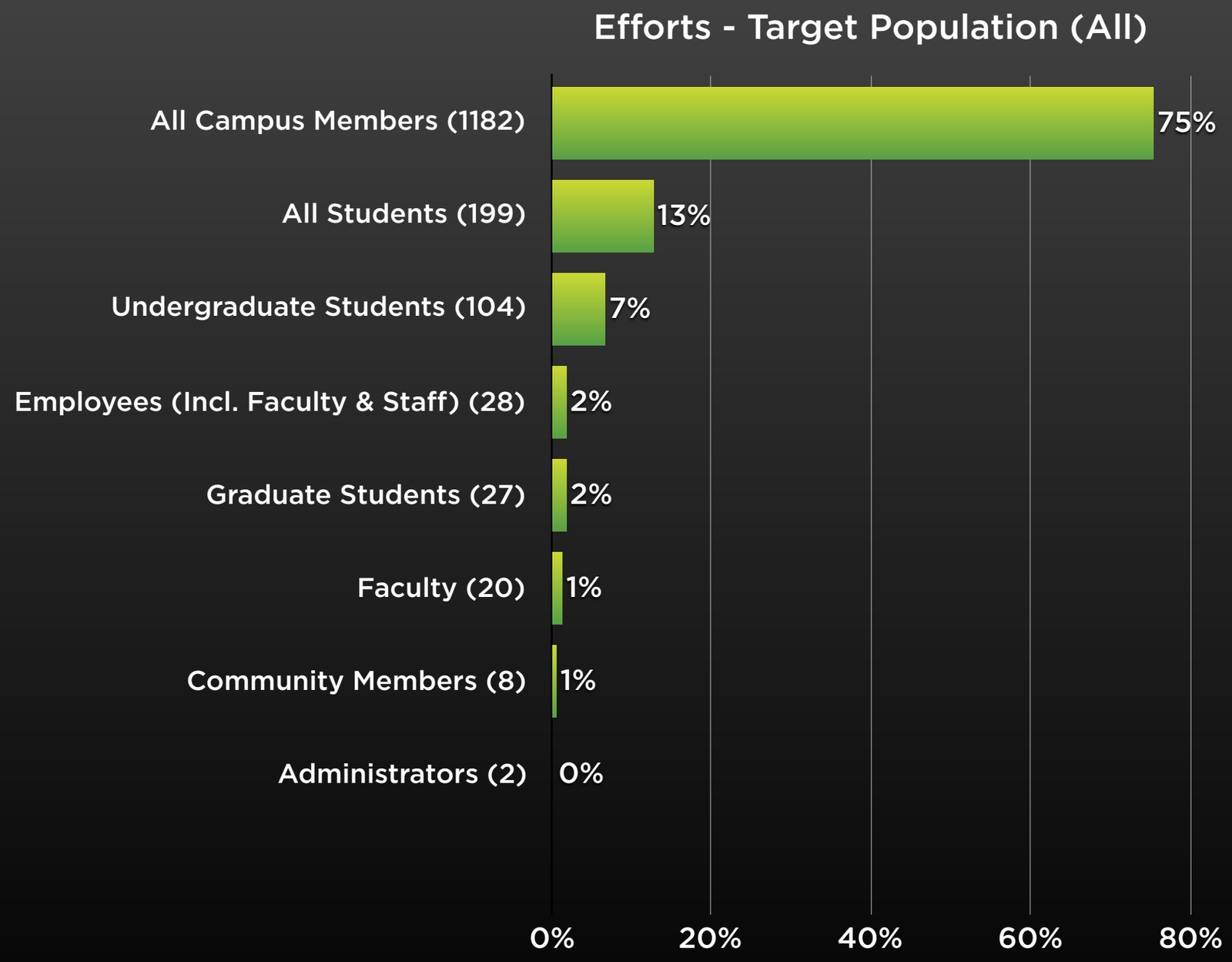
Identity-Based Clubs/Organizations = Leverage These Vehicles for Inclusion, Belonging, Climate



Make Decisions About Your Diversity Efforts

- Current efforts intended for “all” but not differentiated for specific segments

- Faculty/Staff/ Employees Not Fully Reached



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All diversity-related events were examined in terms of our Diversity Engagement Learning Taxonomy Assessment (DELTA).

Diversity Engagement & Learning Taxonomy (DELTA)

(Halualani, Haiker, & Lancaster, 2012)

Higher Engagement

Lower Engagement

Level 7 - Innovative Problem Solving

Innovative thinking
Uses multiple perspectives to develop new, original, unique, impactful strategies & solutions to problematics
Relies on multiple heuristics (from all cultures, contexts, arenas of life)

Level 6 - Social Agency & Action

Designing Actions, Personal-Social Responsibility
Able to see connections across differences
Problem-solving, Responsive decision making
Constructive-Resistive (from the marginalized side)
Action, Advocacy, Allies,
Sharing with/Teaching Others

Level 5 - Evaluation-Critique

Evaluation/Critique of Power Differences, Positionality/ Compassion
Posing Complex Questions

Level 4 - Advanced Analysis

Perspective-Taking/ Reflection/ Analysis, Self-Other Dynamic
Personally invested in diversity
Unscripted/Off the Beaten Path
Free-flying among concepts, areas to ferret out the big, difficult questions and major problematics, stakes, urgencies

Level 3 - Interaction

Active Involvement in Intercultural Interactions
Motivation, Seeking Out, Participating
Behavior

Level 2 - Skills

Application/Intercultural Competence/Skills-based

Level 1 - Knowledge-Awareness

Knowledge, Awareness, Appreciation
Touches on Social Approvability Level

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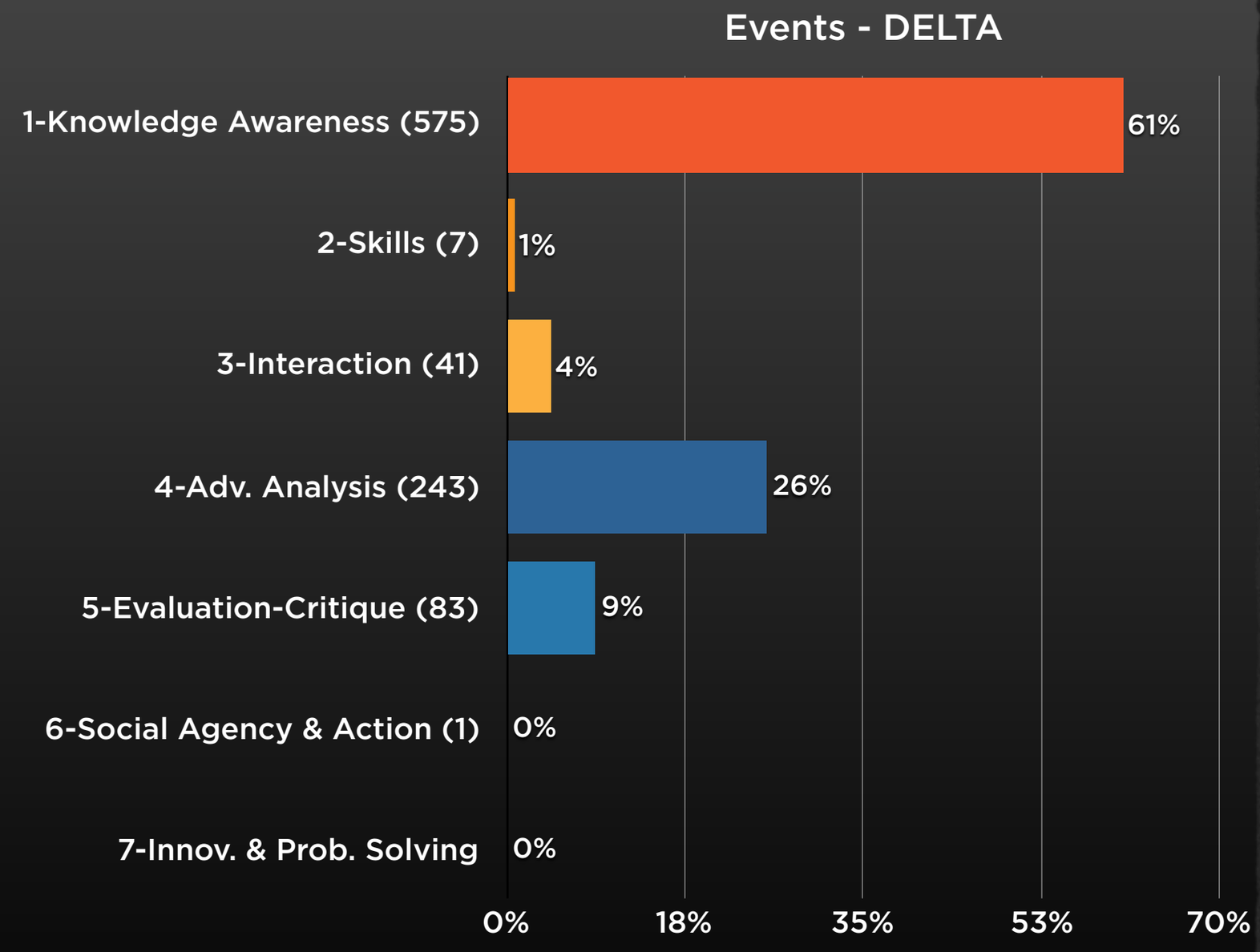
Make Decisions About Your Diversity Efforts

- Events = Mid to Lower Levels of DELTA (Diversity Engagement/ Learning)
- Need to Focus More on Critical Evaluation & Beyond
- Target engagement levels for events &/ or life-stage these.



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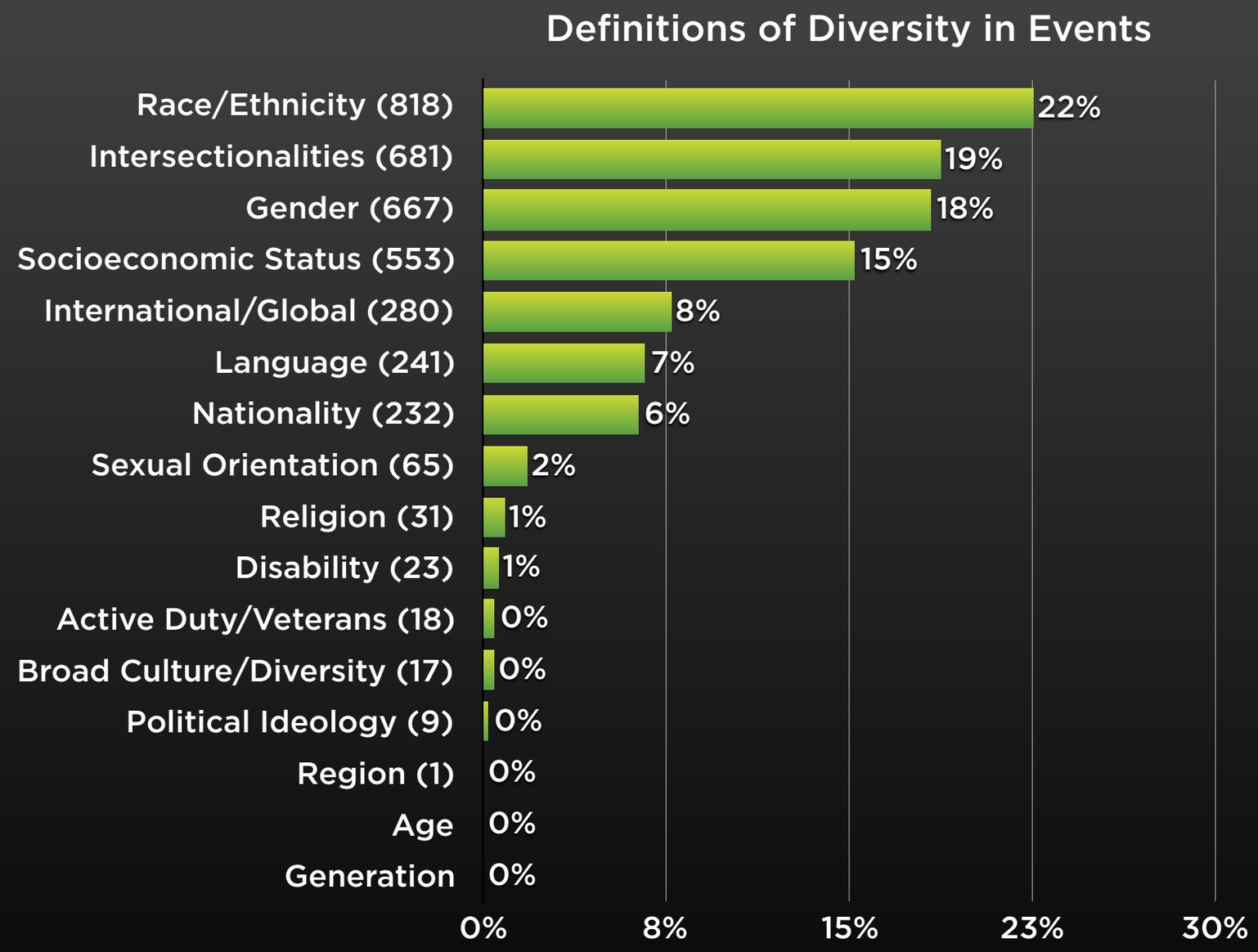
Make Decisions About Your Diversity Efforts

- Events = Focus on Race/Ethnicity, Intersectionalities, Gender, SES, Various Aspects
- Focus more on Sexual Orientation, Religion, Disability, Veterans, Political Ideology, Region, Generation



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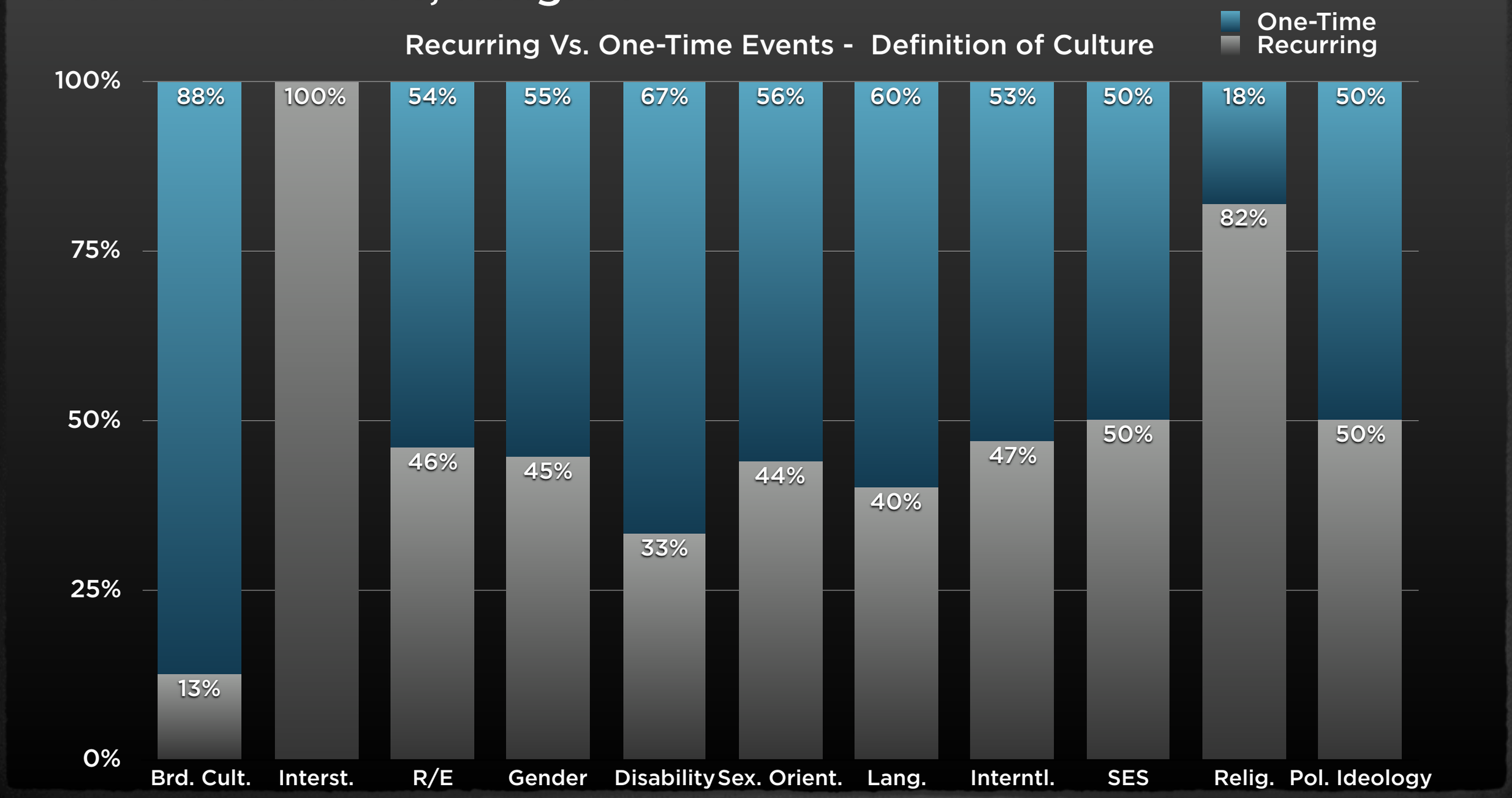
Make Decisions About Your Diversity Efforts

- One-Time = Various Definitions; Recurring Events = More on Intersectionalities, Religion



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Action Step/ Recommendations

*Integrate Events into Academic Learning via a Passport Program

*Events Aligned to SLOs in a Course, To an Assignment, & Assessed

*Powerful Curricular-Co-Curricular Initiative

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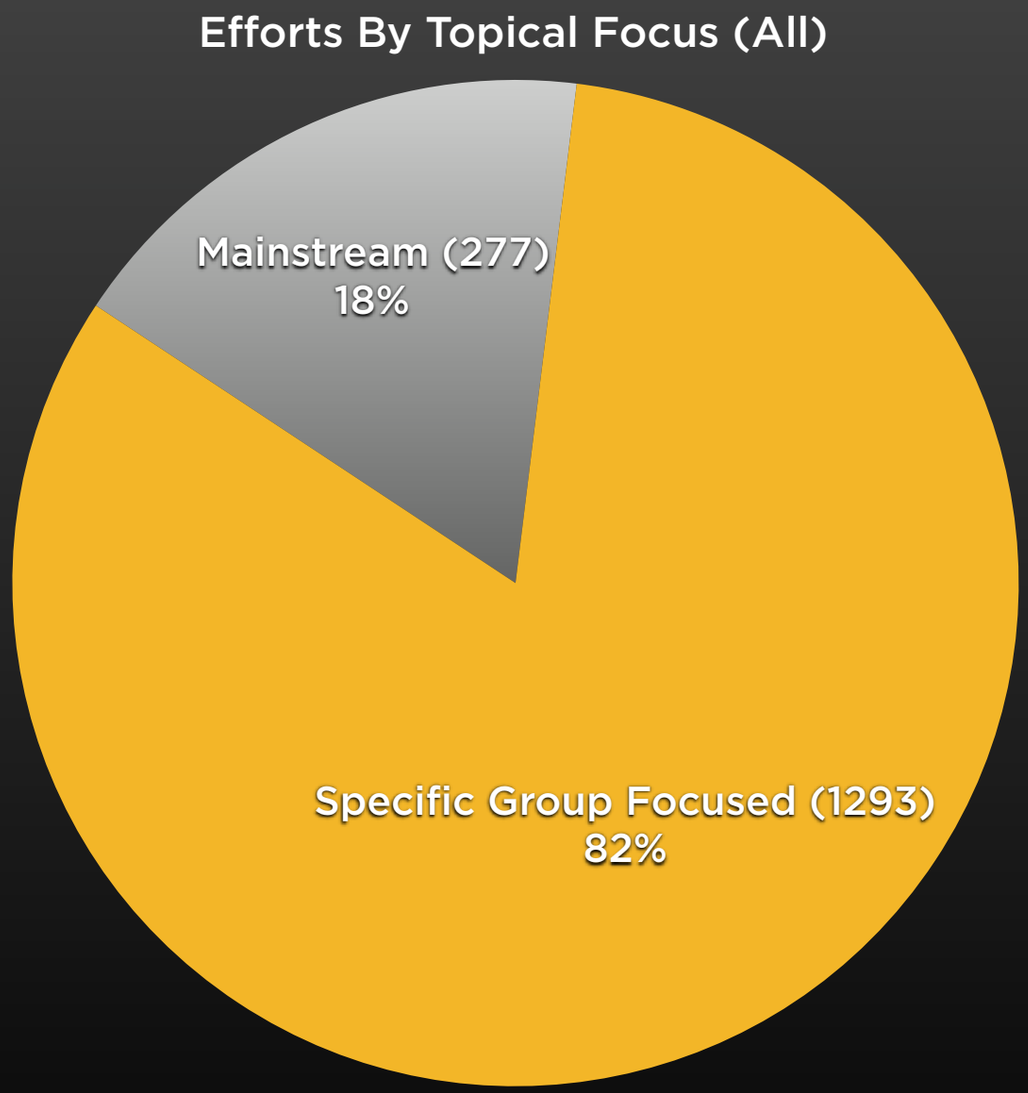
Make Decisions About Your Diversity Efforts

- Efforts for mainstream & differentiated groups
- Differentiated groups = Race/Ethnicity
- Varied Range of Academic Support Services, Clubs, Events & Group-Specific Retention-Graduation Initiatives



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Action Step/ Recommendations

*Continue to Prioritize Specific-Group Focused Retention-Graduation Initiatives

*Overall Graduation Rate = 43% (2008 cohort for full-time beginners

*African Americans (37%)

*URM/Diverse Students

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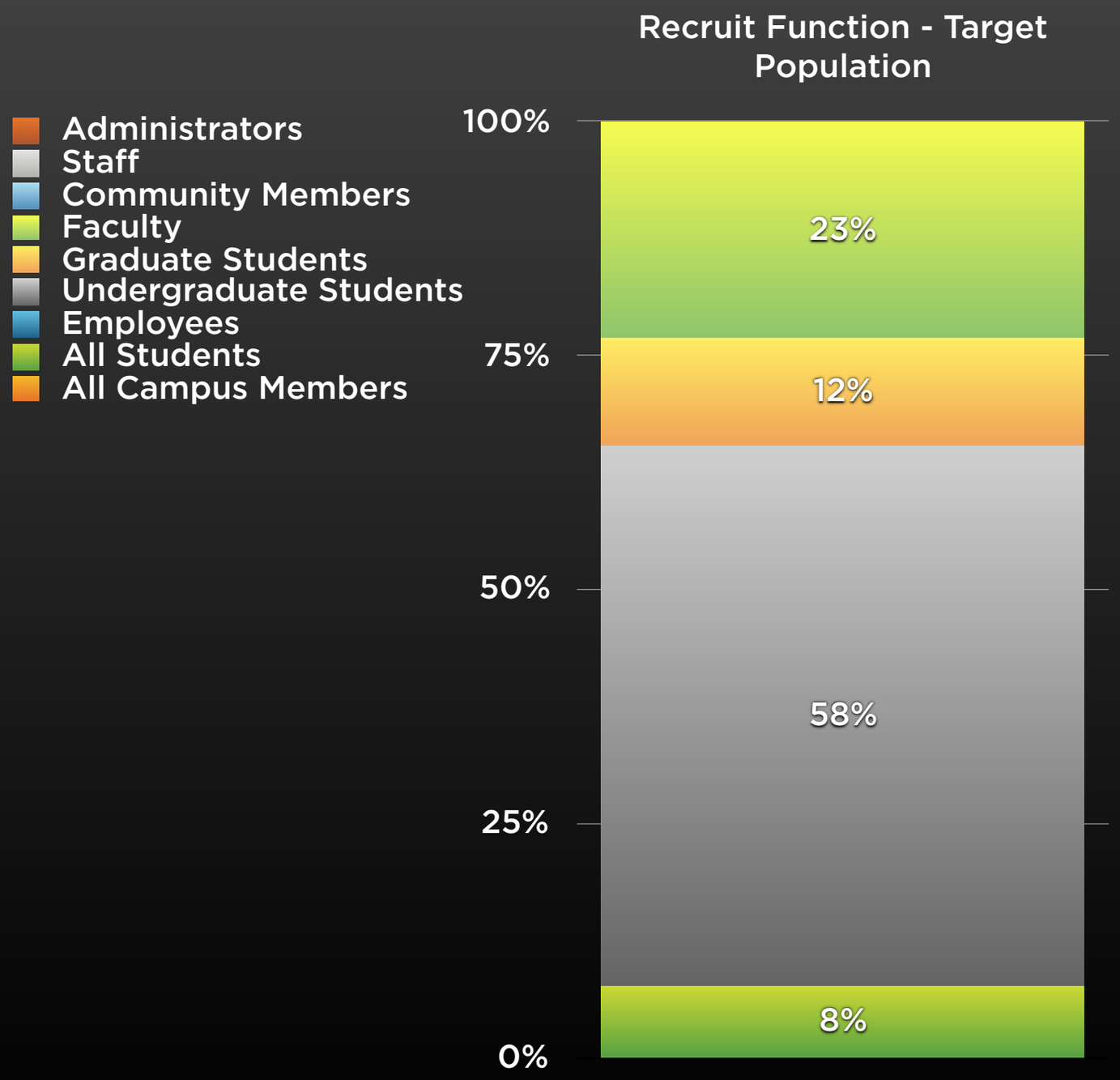
Make Decisions About Your Diversity Efforts

- Recruit Efforts - Solid for Undergraduate Students, Graduate Students, Faculty

- Not as much as expected for Staff



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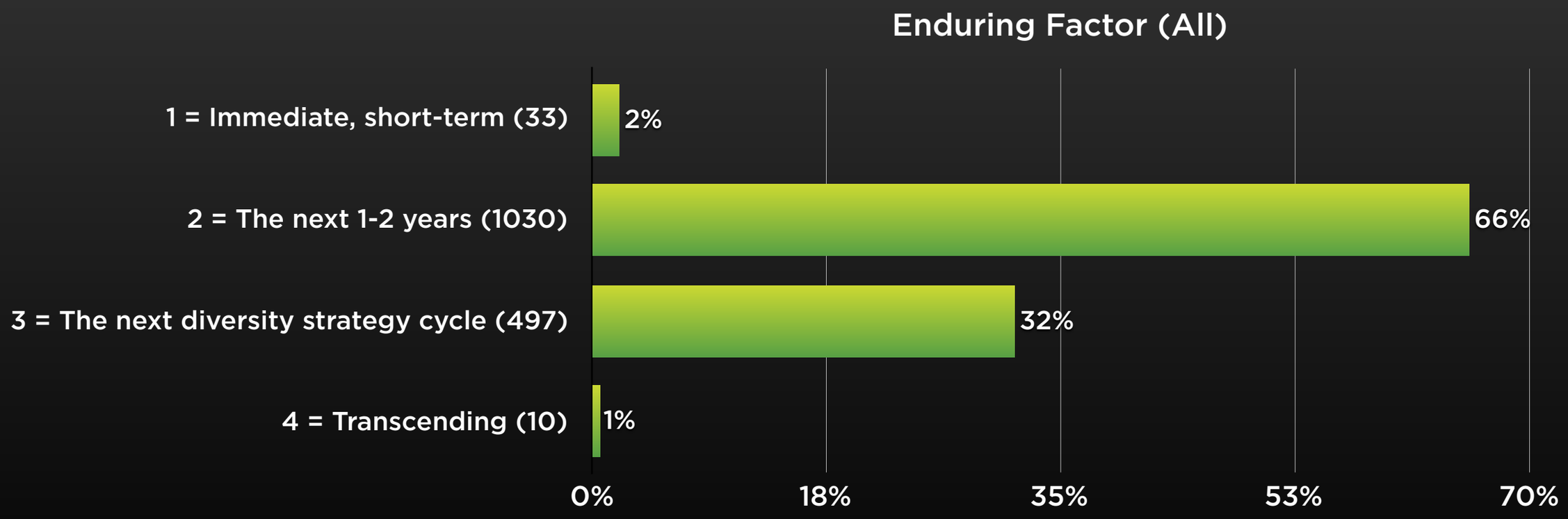
Limited Guarantee of Continued Action

- Diversity efforts are not stable/institutionalized
- Actions framed for the short-term
- Events - Expiration Date Items vs. Long Term Outcomes



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Questions and/or Comments?